

Technology Strategic Plan
Frederick County Government
2011-2014

Goal #1: Technology Leadership and Interagency Collaboration

Demonstrate technology leadership for Frederick County and facilitate effective partnerships among the governmental agencies operating within Frederick County

1. Annually update a technology strategic plan that supports enterprise initiatives and develops the budget for major technology investment decisions.
2. By July 31, 2011 establish IT service and cost allocation memorandums of understanding with Brunswick Police Department, Frederick Police Department and Thurmont Police Department and adjust annually as needed to reflect current services.
3. By January 2012, finalize the technology plan to support the Emergency Communications Center renovation and Frederick Police dispatcher consolidation.
4. By March 1, 2012 develop an enterprise GIS strategic plan to reflect enterprise GIS goals and objectives with an annual GIS Steering Committee review.
5. By September 30, 2013, develop the IIT charter government transition plan.
6. Provide technology direction for all county initiatives, including security and standards reviews to ensure enterprise requirements and objectives are met.
7. Continue collaborative disaster recovery planning with FCC, FCPS, FCPL, municipalities and EMPAC partners.
8. Consistently seek opportunities for shared or consolidated services with partner agencies, including but not limited to FCPS, FCC, FCPL, municipalities and state agencies to reduce overall IT costs.
9. Consistently seek and facilitate opportunities for public / private partnerships to improve services and reduce costs.
10. Facilitate on-going opportunities for management and staff across governmental agencies operating in Frederick County to collaborate and share initiatives, needs and information to reduce duplication and costs and to improve efficiencies.

Goal #2: Operational Excellence

Develop effective service delivery and infrastructure management processes, ensuring optimal service to our customers

1. By July 2011, managers will incorporate emerging technology evaluations within their areas of responsibilities. Managers will report findings at Manager Meetings.
2. By October 2013, in collaboration with the County manager, establish a technology project business case review process for major technology purchases.
3. By September 2013, publish an updated list of technology roadmaps and the IIT responsible manager; by November 2013, assess technology roadmaps so information can be reflected during budget development.

4. Continue weekly management service metrics review; develop appropriate action plans to keep response / performance metrics within industry accepted standards.
5. Annually review and update the IIT components of FCG's Emergency Operations and Continuity of Operations Plans
6. Annually review Change Management process for improvements.
7. Annually review Incident Management process for improvements, including partner agencies for outcome results and action assignments as appropriate.

Goal #3: Open Government and Public Access

Implement technology that ensures citizens have ready access to Frederick County Government information and services

1. By January 2012, incorporate interactive applications and social media options into technology solutions and purchases.
2. By December 2012, improve public meeting video streaming to iOS devices.
3. By January 2013, enhance and advertise GIS publically accessible information for citizens.
4. By March 2013, support Finance and FCG divisions with payment card initiatives.
5. By July 2013, consider mobile device data and services delivery into all county technology solutions and purchases.
6. By December 2014, deliver a website reflective of the change to charter government and newly elected officials.
7. By December 2014, refresh the FCG portal to reflect the change to charter government and newly elected officials.
8. By December 2014, update FCG TV to reflect the change to charter government and newly elected officials.

Goal #4: Security

Implement policies and technologies that assure the integrity, availability, and confidentiality of Frederick County Government's information and technology resources

1. By June 2011, establish on-going IT security awareness training for FCG employees and regularly promote employee security awareness training.
2. By September 2011, establish an annual supported agency review and authorization of devices and users.
3. By March of 2013, implement vulnerability scans to meet compliance requirements.
4. By December 2013, update to a comprehensive user provisioning process.
5. By January 2013, incorporate routine security incident and event management reviews into existing management and incident meetings.
6. By July 2013, encrypt county laptops starting with HSD and Finance
7. By July 2013, consolidate IT policies and procedures into a single online searchable source available on the FCG portal
8. By December 2013, establish an updated IT annual policy and procedure review.
9. By September 2014, implement two-factor authentication to meet CJIS and PCI requirements.

Goal #5: Client Services

Provide and support reliable, cost-effective employee communications and computing technologies to facilitate productive accomplishment of their work

1. By June 2011, migrate all client facing IIT policies, procedures, forms and instructions to the FCG portal.
2. By September 2012, incorporate contracted help desk services to meet and enhance all IIT service requests and problem reports following employee attrition.
3. By January 2013, develop a technology roadmap for desktop computing.
4. By December 2013, working with Divisions of Fire and Rescue Services and Emergency Management, present a mobile device plan for public safety to the BoCC.
5. By September 2013, implement a mobile device environment including policies and procedures for mobile device management, BYOD, and county owned devices.
6. By January 2014, By April 2014, complete the FCG enterprise Microsoft Windows 7 upgrade.
7. By December 2014, develop and annually update IIT's comprehensive help desk roadmap in conjunction with technology, staffing and budget needs and constraints.
8. Annually update online client IT training links on the FCG portal.

Goal #6: Enterprise Infrastructure

Ensure that Frederick County Government and partner agencies have reliable, cost-effective capabilities and capacities for server, storage and network infrastructure supporting the County's voice, video, and data requirements

1. By July 2011, working collaboratively with county facilities and maintenance staff, establish and test emergency data center failover power and HVAC with annual plan review and routine testing.
2. January 2013, develop a networked video surveillance standard using contracted services to assess, design, recommend and deploy solutions.
3. By July 2013, complete the migration to new managed storage technologies.
4. By July 2013, complete implementation of disk-to-disk backup technology to enhance daily backups, restores and recoveries.
5. By September 2013, implement an updated robust disaster recovery capability.
6. By September 2013, complete the BTOP grant fiber expansion for 58 county supported sites.
7. By October 2013, implement redundant Internet access.
8. By December 2013, migrate core infrastructure equipment from HSD to the Montevue EOC provisioned hut for better 24x7 support of enterprise operations.
9. By January 2014, develop a migration plan to digital video services.
10. By September 2014, upgrade public and private wireless model for county facilities, expanding public and private wireless where cost effective.
11. By September 2014, working collaboratively with DFRS, establish a common dial plan for fire companies.

Goal #7: Application and Data Management

Provide Frederick County Government and partner agencies with comprehensive software application and data management services in support of agency missions.

1. By July 2011, assess and update the standards for application development data architecture, security and reporting; establish the review and update cycle for development standards.
2. By July 2012, develop requirements and considerations for cloud options to incorporate into all application upgrades and purchases.
3. By December 2012, implement a workflow for property address establishment to support integration with the County applications that rely upon address data.
4. By July 2013, implement new States Attorney case management system.
5. By July 2013, implement new hosted, payment card industry (PCI) compliant Parks and Recreation class, facilities and billing management system.
6. By December 2013, complete the rewrite of internally developed applications to meet current standards and security requirements.
7. By December 2013, update the software application inventory system to meet current lifecycle and support requirements for County applications.
8. By January 2014, incorporate and integrate GIS and public safety applications where appropriate.
9. By February 2014, partnering with Divisions of Finance and Human Resources, select an enterprise resource planning (ERP) system through an RFP process.
10. By March 2014, develop a uniform, on-line forms development and submission capability for internal administrative forms.
11. By March 2014, in conjunction with the Division of Community Development, present a plan for the Land Management application refresh.

Goal #8: IIT Employee Development and Leadership

Ensure that IIT attracts and retains productive, flexible, and motivated employees, matching employee potential with FCG and IIT goals

1. Annually create team-focused PFP goals tied to BOCC and IIT strategic plans and initiatives by September of each year
2. Annually identify employee training needs and incorporate as appropriate into IIT work plans and annual budget planning
3. Continually seek and identify opportunities and processes to empower IIT employees to grow professionally and to achieve success through accomplishing organizational goals
4. Facilitate opportunities for employee information sharing between governmental and education agencies in Frederick County